

# STRATEGIC PLAN POCKET GUIDE



STATE BOARD OF EDUCATION

**Missouri Department of Elementary  
and Secondary Education**

JANUARY 2008

*Making a positive difference through education and service*



The Department of Elementary and Secondary Education's Strategic Plan serves as the guide for the organization. The outcomes represent the most vital work of the agency as they promote the success of children in public classrooms and of adults in the workforce. Staff focus on the plan's outcomes and objectives by working together, within and across divisions and programs, to deliver improved achievement for both kids and adults and greater efficiency in leadership. As the Department continues its emphasis on greatly exceeding customers' expectations, staff are "making a positive difference through education and service."



**D. Kent King**  
Commissioner of Education



## VISION STATEMENT

*Making a positive difference  
through education and service*

## MISSION STATEMENT

*We provide leadership and  
promote excellence.*



## VALUE STATEMENT

*We promise to greatly exceed  
customers' expectations.*

# OUTCOME I: STUDENT ACHIEVEMENT

## Increased percentage of students achieving the Show-Me Standards at targeted performance levels in the Missouri Assessment Program (MAP)

**OBJECTIVE 1:** Increase the percentages of students scoring at the Proficient and Advanced achievement levels on the MAP by 5 percent each year through 2010

**OBJECTIVE 2:** Decrease the gap in achievement scores between students in NCLB-designated subgroups and all students who took the MAP by 5 percent each year through 2010 while increasing the performance of all students

**OBJECTIVE 3:** Increase the percentage of students who score at or above the Proficient level on the communication arts component of the MAP to 67.4 percent by 2010

**OBJECTIVE 4:** Increase to 100 percent by 2010 the number of Missouri public school core academic courses taught by highly qualified teachers with the appropriate grade and subject certification

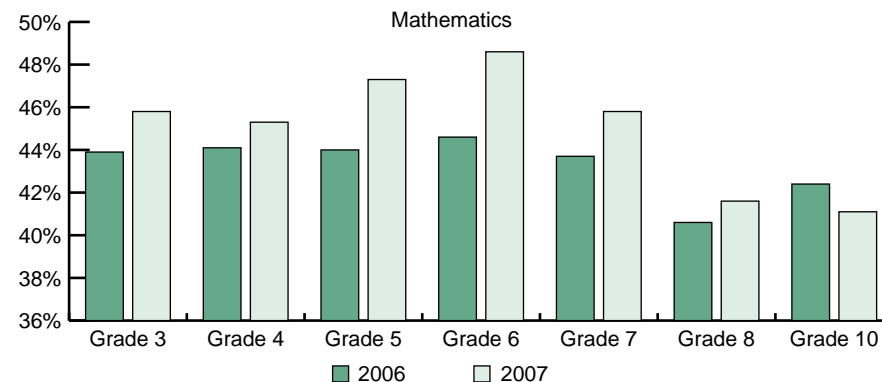
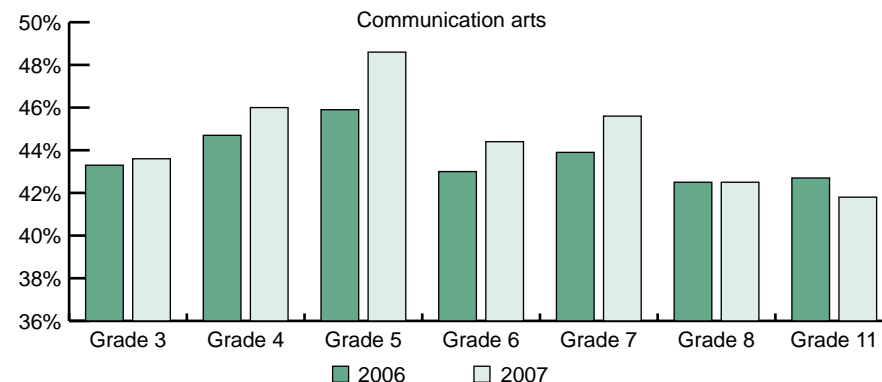
### Key Strategies

DESE will:

- ★ promote and sustain a system of high-quality professional development for Missouri educators centered on research-based best practices and model programs.
- ★ identify model programs and practices in high-performing schools with significant numbers of minority students.
- ★ demonstrate and implement techniques for the early identification of students with reading problems and the use of appropriate intervention methods integrated across the curriculum, grade levels and subject areas.
- ★ use technology to communicate with stakeholders regarding student achievement, school performance, statewide school-improvement initiatives, and issues and trends affecting public education.
- ★ ensure that state accountability systems provide accurate information about student learning and indicate areas that require improvement.
- ★ collaborate with teacher-preparation institutions to develop new pathways for well-qualified, nontraditional candidates to enter the education profession.

# OUTCOME I: STUDENT ACHIEVEMENT (CONTINUED)

## Percentages of students scoring at the top two levels (Proficient and Advanced) on the MAP



Source: MAP, October 2007

### What I or my section can do

## OUTCOME II: SCHOOL READINESS

### Increased percentage of children entering school ready to succeed

**OBJECTIVE 1:** Increase from 48 to 60 percent by 2010 the number of families that have pre-kindergarten children and participate in parent education and related support services

**OBJECTIVE 2:** Maintain the percentage of children ages 3 to 5 receiving DESE-supported quality care and education services at 13 percent through 2010

**OBJECTIVE 3:** Increase from 84 percent in 2003 to 88 percent by 2010 the number of public school kindergartners attending full-day programs

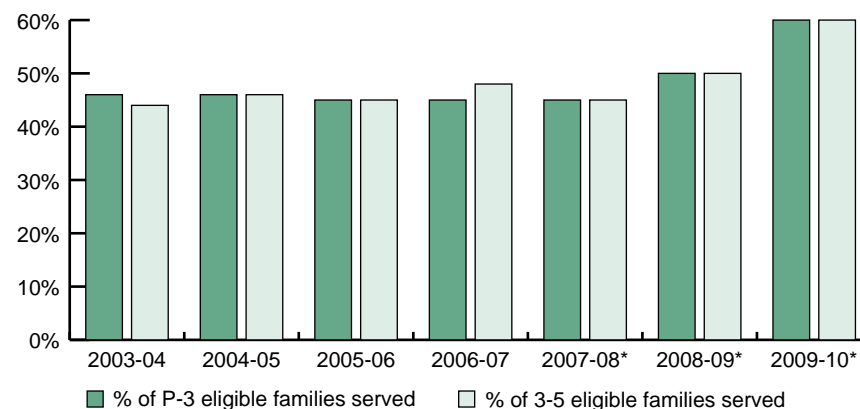
### Key Strategies

DESE will:

- ★ promote the expansion of developmental-screening services.
- ★ inform school leaders about the importance of increasing participation in parent-education programs and support systems, particularly among high-need families.
- ★ encourage districts to use existing and new resources to expand preschool opportunities.
- ★ support research-based curricula and highly qualified staff.
- ★ inform school personnel and parents about the benefits of full-day kindergarten.
- ★ use newsletters, presentations, Web sites, links to other resources, and partnerships with other agencies and organizations to disseminate information on the research and benefits of quality preschools.
- ★ join forces with other agencies to educate business and industry leaders about the benefits of providing quality early childhood services for employees in the workplace.
- ★ promote developmentally appropriate curricula and strategies.

## OUTCOME II: SCHOOL READINESS (CONTINUED)

### Percentage of P-3 and 3-5 eligible families served



**Source:** Early Childhood Education section, November 2007 **Note:** \*Projected

### Number of children receiving DESE-supported preschool services

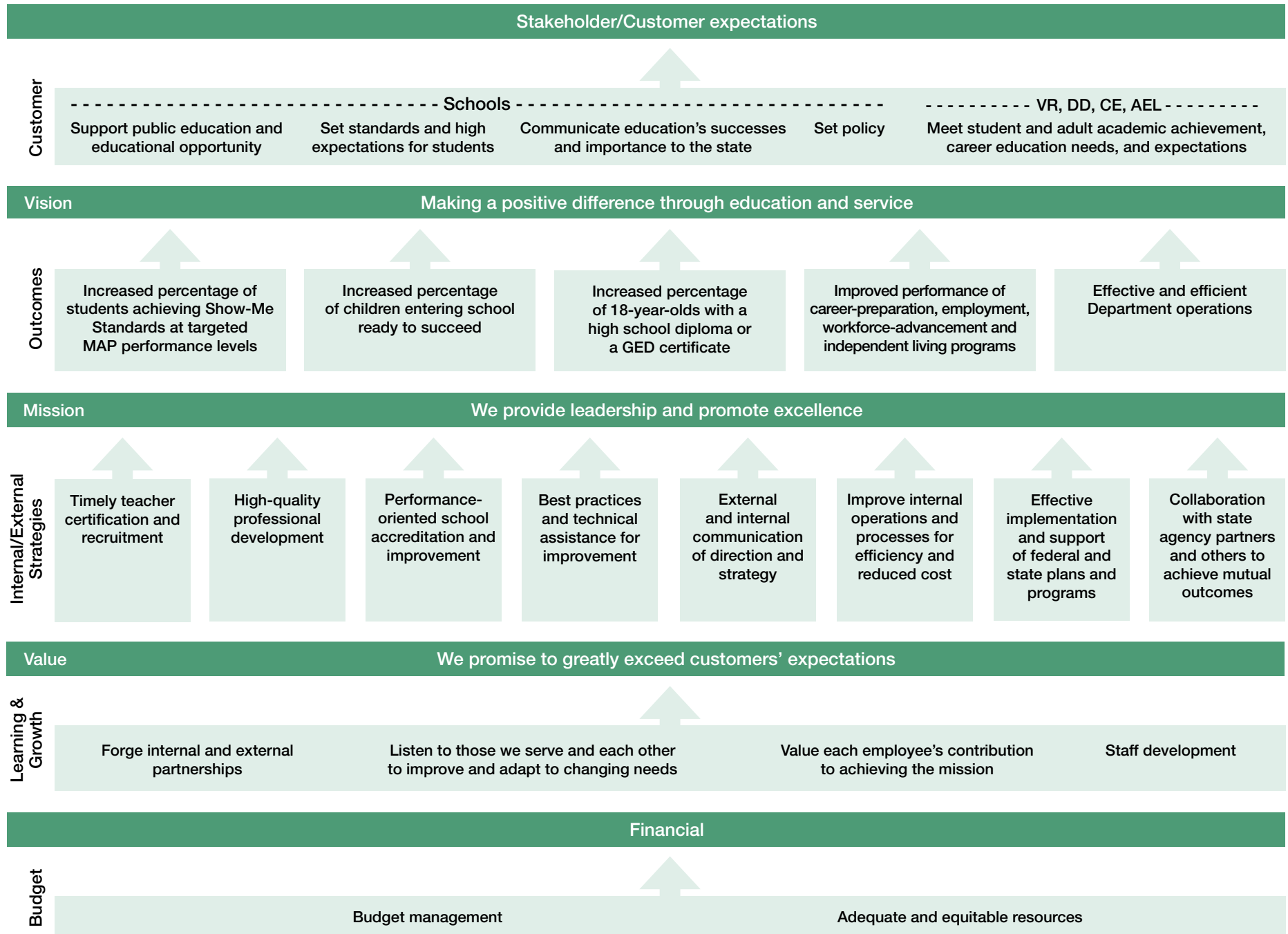
	2003	2004	2005	2006	2007	2008*	2009*	2010*
Missouri Preschool Program	4,840	4,435	4,707	4,609	4,972	4,972	4,972	4,972
Title I preschools	7,604	9,166	7,800	8,550	8,325	8,325	8,325	8,325
Early Childhood Special Education	10,037	10,893	10,856	10,898	10,860	10,900	10,915	10,915
<b>Total</b>	<b>22,481</b>	<b>24,494</b>	<b>23,363</b>	<b>24,057</b>	<b>24,157</b>	<b>24,197</b>	<b>24,212</b>	<b>24,212</b>
<b>Percentage receiving services</b>	<b>12%</b>	<b>13%</b>	<b>12%</b>	<b>13%</b>	<b>13%</b>	<b>13%</b>	<b>13%</b>	<b>13%</b>

**Source:** Early Childhood Education section, Federal Programs Unit and Early Childhood Special Education, October 2007

**Note:** \*Projected figures for 2008, 2009 and 2010

### What I or my section can do

# Missouri Department of Elementary and Secondary Education Strategy Map



## OUTCOME III: SCHOOL COMPLETION

### Increased percentage of 18-year-olds with a high school diploma or a General Educational Development (GED) certificate

**OBJECTIVE 1:** Decrease the state's annual dropout rate to 3 percent by 2010

**OBJECTIVE 2:** Increase to 96 percent by 2010 the number of high school graduates entering postsecondary education, employment or the military

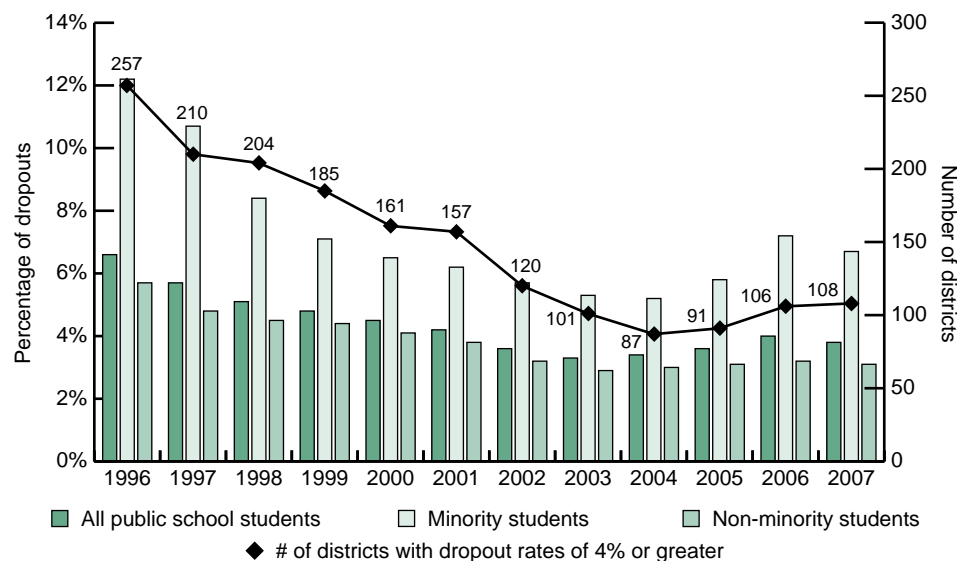
#### Key Strategies

DESE will:

- ★ encourage participation in A+ Schools, in which students can earn the opportunity to pursue a two-year degree with paid tuition and fees at Missouri public community colleges or career/technical schools.
- ★ evaluate districts' efforts, through the Missouri School Improvement Program (MSIP), to reduce the dropout rate, which is the catalyst for a variety of improvements in Missouri school districts.
- ★ collaborate with other state agencies, businesses and industries to establish a comprehensive system of workforce education and preparation.
- ★ work with school districts to fully implement the Missouri Comprehensive Guidance Program.
- ★ coordinate and provide electronic links to Missouri Career Centers.
- ★ provide both funding and incentives for school districts to continually improve performance in career education using standards for secondary career education under the Carl D. Perkins Career and Technical Education Act of 2006.
- ★ bring about changes in teaching practices through Missouri's standards-based reform efforts, the Show-Me Standards and the MAP, that benefit all students.
- ★ encourage career education and occupational technical training that lead to postsecondary education and/or employment.

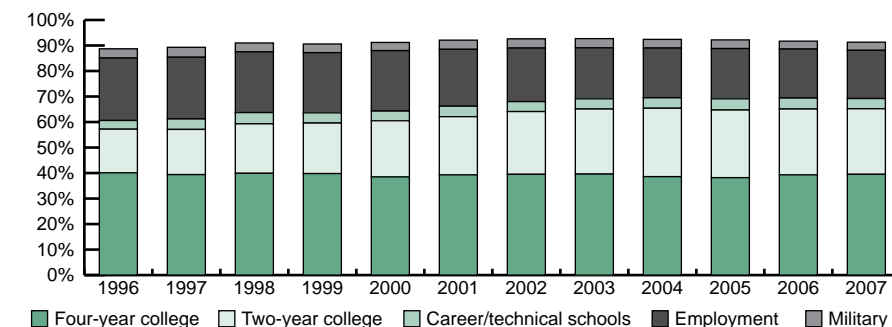
## OUTCOME III: SCHOOL COMPLETION (CONTINUED)

### Statewide dropout rate



Source: School Core Data (public school data only), October 2007

### Percentage of high school graduates entering postsecondary education, employment or the military



Source: School Core Data, October 2007

What I or my section can do

## OUTCOME IV: WORKFORCE READINESS

### Improved performance of career-preparation, employment, workforce-advancement and independent living programs

**OBJECTIVE 1:** Meet or exceed the aggregate federal Adult Education and Literacy (AEL) performance standards by 5 percent or more each year

**OBJECTIVE 2:** Obtain and maintain the percentage of Vocational Rehabilitation (VR) clients who achieve an employment outcome after receiving services at 73 percent through FY2010

**OBJECTIVE 3:** Maintain a decision accuracy rate of 97 percent or better and a turnaround time of 88 days or less in processing Social Security disability claims

**OBJECTIVE 4:** Meet federal performance standards by 5 percent or more each year for secondary and postsecondary career education

**OBJECTIVE 5:** Increase the number of people with significant disabilities who receive Independent Living services by 11 percent, from 16,197 in FY2006 to 18,000 by FY2010

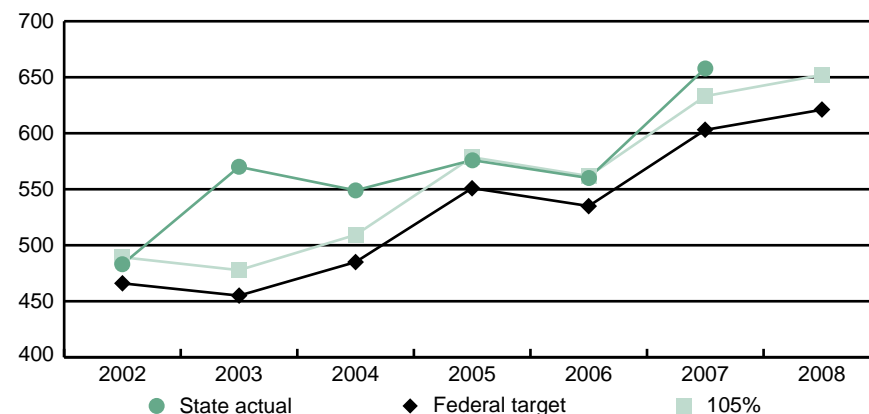
### Key Strategies

DESE will:

- ★ support the use of appropriate technology in meeting a variety of learning styles and student needs (e.g., providing AEL services through distance-learning service providers).
- ★ collaborate with other state agencies, service providers and client-advocacy groups to give clients enough information to make informed choices regarding quality services and employment opportunities.
- ★ protect the integrity of Social Security programs through superior stewardship.
- ★ focus professional development on rigor and relevance.
- ★ collaborate with the Missouri Departments of Social Services, Health and Senior Services, and Mental Health to provide meaningful choices and quality services to consumers, thus realizing the cost-effectiveness of resource sharing.

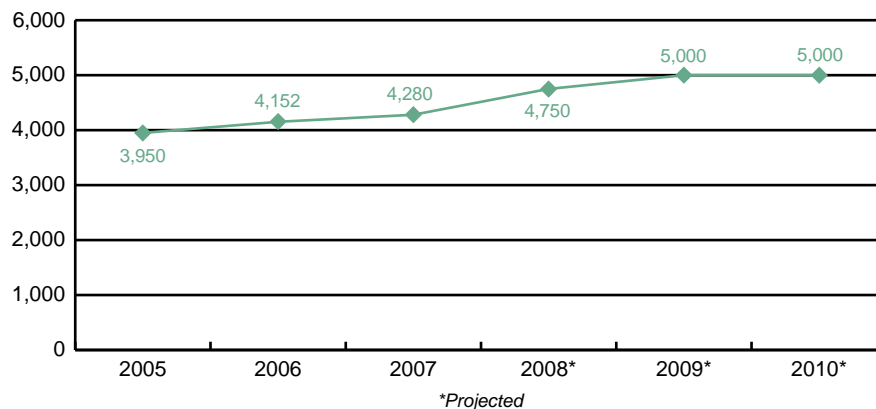
## OUTCOME IV: WORKFORCE READINESS (CONTINUED)

State AEL aggregate performance in comparison to federal target



Source: Division of Career Education, Adult Education and Literacy section

Number of VR participants achieving employment compared to prior period



What I or my section can do



## OUTCOME V: DEPARTMENT MANAGEMENT

### Effective and efficient Department operations

**OBJECTIVE 1:** Decrease printing costs while improving publication quality

**OBJECTIVE 2:** Decrease mailing costs

**OBJECTIVE 3:** Improve safety violations in Department buildings

**OBJECTIVE 4:** Increase the number of managers compliant with the state management-training rule

**OBJECTIVE 5:** Improve service and enhance communication through a culturally diverse and knowledgeable workforce

**OBJECTIVE 6:** Increase the Department's purchases from certified minority- and female-owned businesses, pursuant to the Governor's Executive Order 05-30

**OBJECTIVE 7:** Create an information portal to education data for decision making

**OBJECTIVE 8:** Develop and implement a student information system

### Key Strategies

DESE will:

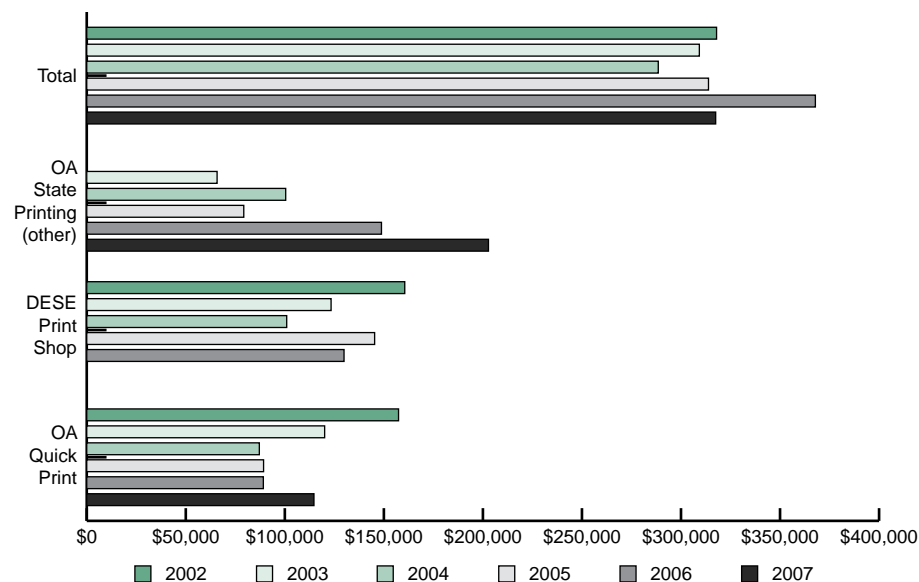
- ★ emphasize policies and procedures to ensure that staff members use the most cost-effective printing methods and materials.
- ★ encourage staff to place relevant information on the DESE Web site and reduce the need for printed material.
- ★ encourage all divisions to increase use of the electronic consolidated mailing system.
- ★ allow employees to flex their work hours to go to school/training whenever it is possible to attend and keep the workplace operating smoothly.
- ★ develop partnerships and collaborative agreements with other agencies and organizations that represent diverse populations.
- ★ encourage staff to utilize certified minority and female vendors.
- ★ work with the P-20 Education Research and Data Task Force to plan, develop and support the Mathematics, Engineering, Technology and Science (METS) Data Book.

## OUTCOME V: DEPARTMENT MANAGEMENT (CONTINUED)

### DESE postage expenditures

	2003	2004	2005	2006	2007
U.S. Postal Service	\$337,425	\$232,188	\$285,179	\$262,466	\$179,801
UPS	\$23,868	\$25,647	\$25,758	\$24,252	\$34,557
AAA Mailing Service	\$6,426	\$5,727	\$4,999	\$4,405	\$2,634
Federal Express	\$2,352	\$2,157	\$252	\$0	\$0
Minus End-of-Year Reserve	(\$26,935)	(\$43,429)	(\$57,182)	(\$47,800)	(\$0)
<b>Total</b>	<b>\$343,136</b>	<b>\$222,290</b>	<b>\$259,006</b>	<b>\$243,323</b>	<b>\$216,992</b>

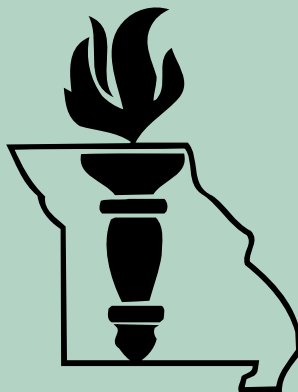
### DESE printing expenditures



Source: Accounting and Procurement section

### What I or my section can do





**MISSOURI DEPARTMENT OF ELEMENTARY  
AND SECONDARY EDUCATION**

**STRATEGIC PLANNING**

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